

## CREATING STABILITY: PUTTING PEOPLE FIRST

To be an effective leader in challenging times, it's helpful to keep in mind that humans experience life **30% rationally** and **70% emotionally**. According to a Gallup study of 10,000 employees, **stability** is one of the foundational **emotional** needs a great leader can provide. The COVID-19 virus threatens the most basic, lower order tiers of Maslow's hierarchy of needs, making it even more essential to create a sense of stability during this time of uncertainty.

Your first thought may be: *"How can I possibly create stability in such a challenging time?"*

### Provide Stability

#### Transparency combats uncertainty and fear:

- Increase frequency of communication in a consistent manner
- Share the information you know early and be honest about what you don't know with steps to close the gap
- Open yourself to vulnerability to build connections
- Offer genuine care and support
- Seek to inspire by articulating possibility and hope with a plan that employees can contribute to

### Consider What We All Need

#### How are you *really*? Ask your employees about their needs

Set the tone by showing your own vulnerability. Let others know how you are doing and what's on your mind. Ask them to open up with the following questions:

- *How are you and your family doing?*
- *Have you taken advantage of [PennTogether](#) and [PennCobalt](#) which are resources available for you and your family?*
- *How are you feeling about your potential exposure to the virus or other challenges at this time?*
- [Who do you want to be in COVID-19?](#)
- *Do you have the resources you need?*
- *How can I best support you?*



#### Consider what you're doing to address your own needs

COVID and our resurgence will require sustained leadership. To serve your team, make sure to take good care of yourself first. Ask yourself:

- *Do you have someone to talk to such as your colleagues and/or leader?*
- *Are you opening yourself to empathy from others?*
- *Do you have the resources and support you need?*
- *Are you being attentive to your own [well-being](#) as a leader?*

#### You and your team's physiological and safety needs are a top priority!

*We are one Penn Medicine and we are in this **together!***



#### Want to learn more?

- [Finding the right words in a crisis](#) (HBR)
- [9 Things great leaders say every day](#) (Inc.)

*"When we work together as one, we go beyond what we thought was possible."*

Kevin Mahoney, CEO, UPHS